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# Public Relations Journal



G. EDWARD PENDRAY, Pendray & Co., tells  
*"How to Get Out of Air Pollution Trouble"*

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**JOHN L. STEELE: WASHINGTON** "Washington of the 1960's," says John Steele, "is the capital of the free world, the very hub of its communications, and a continuing news story of the highest order."

How that story is told in *TIME* each week, how well it is understood by *TIME* readers around the globe, depends in no small part on Steele himself. For John Steele, 43, runs the *TIME* news bureau in Washington. *TIME*'s top-ranking political reporter, he is also administrative chief of a full-time staff of 44, the man responsible for getting the news out of Washington to *TIME*'s editors in New York.

"It's the most exciting job there is. You represent one of the most carefully watched and thoroughly read of all publications. My sources read the hell out of the magazine."

Born in Chicago, Steele got his start there after college (Dartmouth 1939) working for United Press International. Two years later U.P.I. sent him to Washington. Except for four years in the Navy and one at Harvard on a Nieman Fellowship, he has been on the job there ever since—and for the past seven years with *TIME*.

Steele's first *TIME* assignment was Capitol Hill. Three years later he was named White House correspondent. Then in 1958 he took full charge of the largest bureau in the *TIME* system, which, he says, is also "the fastest moving bureau in Washington—and the best."

A tireless reporter and fast writer, though an astonishingly bad speller, Steele has been described by Louis Lyons, curator of Harvard's Nieman Foundation, as "a natural newsman just as Ted Williams is a natural athlete. He digs for the facts of history or economics as avidly as he explores the background of a politician. In John Steele the rare qualities of the reporter are joined with the intellectual resources for his strategic job." And to Washington *Post* Publisher Philip Graham, Steele is: "truly a reporter's reporter . . . one of the best informed men in the capital."

***TIME The Weekly Newsmagazine***









# Public Relations Journal

VOLUME XVII NUMBER 3

MARCH 1961

*Official Publication of the Public Relations Society of America*

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375 Park Avenue  
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Published by:  
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Cover Photo Courtesy  
Interstate Sanitation Commission, New York

Published monthly, copyright 1961 by the Public Relations Society of America, Inc., 375 Park Avenue, New York 22, New York. Harold B. Miller, President; Walter Belson, Vice President; Melva Chesrown, Treasurer; John H. Paige, Secretary; Donald E. Lynch, Executive Director. Of the amount paid of dues by members of the Society, \$7.50 is for a year's subscription for the PUBLIC RELATIONS JOURNAL. Re-entered as second class matter October 29, 1954, at the post office at New York, N. Y., under the act of March 3, 1879. Subscription rates, \$7.50 a year domestic, \$8.50 a year foreign; \$13.50 two years domestic, \$15.50 two years foreign; \$18., three years domestic, \$22., three years foreign. Single copies 75 cents each.

# EDITORIALS

## How We Have Changed!

In the print and electronic media of communication and on platforms at meetings, many facts and comments have poured forth in the last two years or so about the sweeping changes which have taken place in America and the rest of the world in recent times.

We would like to select from this tide of knowledge and opinion a few of the high spots that apply quite directly to public relations people. We have in mind, not so much the material changes, as points of view—mental and emotional reactions, and habits.

Let's envision a middle-aged man who is a public relations practitioner. He and his wife have a married daughter and a married son. On some things they all more or less agree but on others the two generations differ widely. The differences naturally don't apply to nearly all families but sometimes they do. In any case, they point up alterations in Americans in the past two decades or so.

When the father and mother want music on their radio, television or record player, they frequently prefer the classical or melodic popular songs. The younger generation often desires a quite different treatment, not only in music but also in humor and other types of communication.

The two generations read dissimilar kinds of books, magazine articles and newspaper features. Views on politics, economics and social sciences have altered considerably with the passing of the years. The younger parents have acquired new ideas on how to bring up children. They tend to receive news of new products or services avidly. They are likely to accept new thoughts that come via print or air wave—provided they seem to make sense. They have little resistance to favoring products imported from foreign countries.

Their parents, while they are by no means old fogies, have a tendency to show more conservatism. But on several broad subjects, they usually agree pretty much with their offspring. They all think that America should be well defended; that the United States should do what it safely can to aid friendly, underdeveloped nations and to oppose the spread of Communism. They hope for reasonable solutions to social and economic problems within the United States. They have a strong fear of inflation. Regarding their personal lives, they approve of homes in the suburbs or country, whenever that is feasible. They unite in backing excellent education and health.

Despite such areas of general agreement, even these are viewed from different colored glasses, and differences of opinion and attitude abound on many facets, both small and large. Therefore, it clearly is up to public relations and allied interests to dig deeply into this vast subject and to keep current with shifting tides among various publics, by age groups and other classifications.

To do this we can make adequate use of excellent facilities now at hand—in research on attitudes, opinions and motivations, and new knowledge and approaches which come increasingly from the social sciences. We

need constantly to encourage the development of new and better methods for understanding today's and tomorrow's public opinion and how to cope with it.

## New Frontiers in Communications

While hearing and reading about changes taking place in America and other parts of the world in recent times, we have become well exposed to forecasts about the near future—usually carrying us through the 1960's. Let's select a few items, especially those regarding communications. They indicate developments of dramatic nature with stepped-up tempo—sometimes bordering on the fantastic.

In television, for instance, it looks as though the world in the next several years may have regularly scheduled programs beamed to all the principal populated parts of the globe—via satellites. Several alternate methods for achieving this goal seem to offer the possibility of success—for instance, transmission by undersea cables.

A.T.&T. has asked for permission to use frequencies for an experimental satellite relay which could reach all parts of the world. One plan would call for about 50 satellites orbiting 3,000 miles from the earth. Another proposal would require three satellites some 22,000 miles out in space.

Such developments will surely have immense impacts upon public relations and other fields. Obviously, we will have to have more knowledge about the language and culture, the aspirations and taboos, of each important population group outside the United States.

Getting much closer to earth, color television—already a \$100,000,000 industry, will undoubtedly expand. This may mean a great deal to communicators, both for sponsored and sustaining programs. Color in television, as well as in print media, packs great power in the promotion of consumer packaged goods—likewise in fashion, grooming, motor vehicles, travel and many other fields.

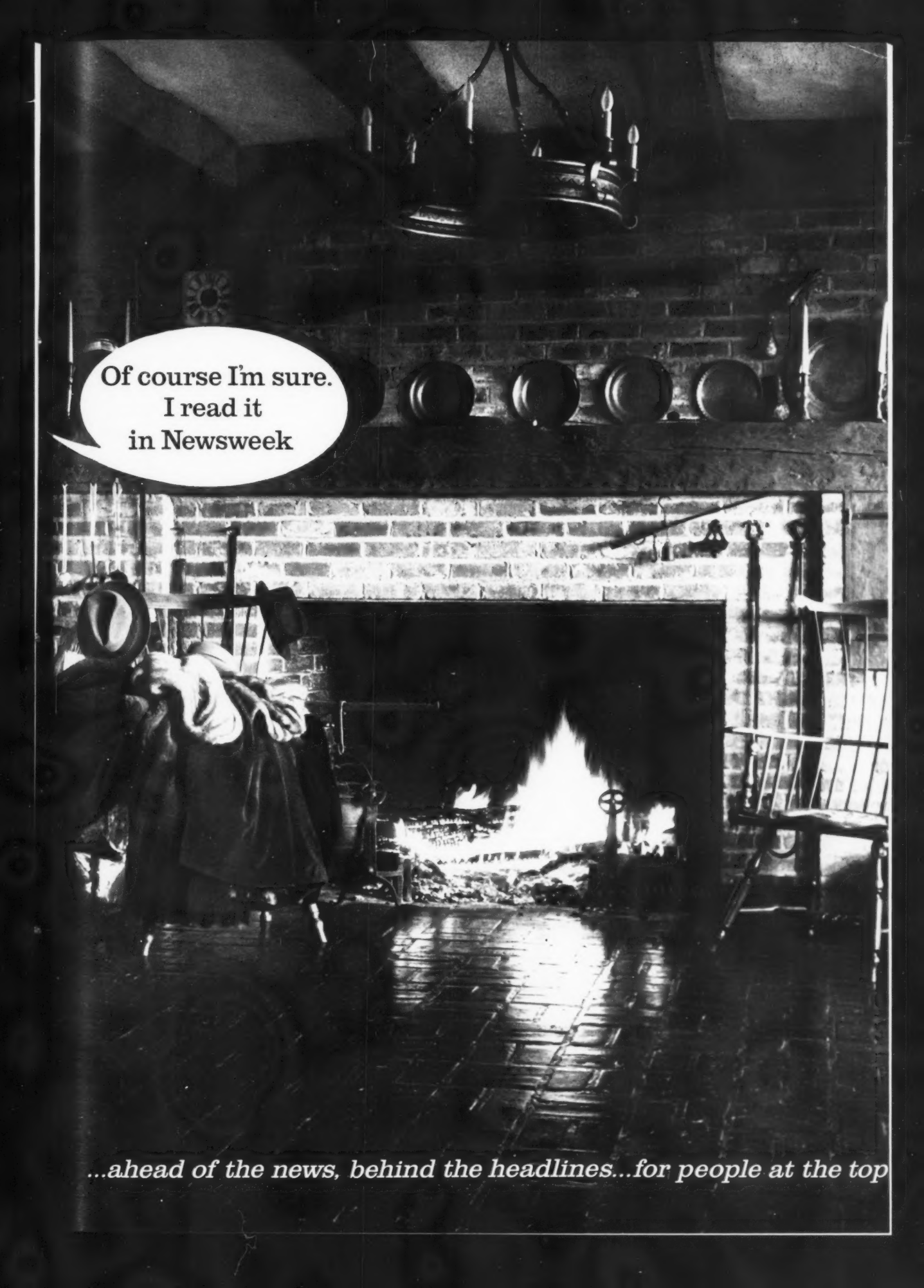
Radio in the next decade can be expected to give birth to some rather revolutionary progress which practitioners in communications work should follow closely. The newspaper field, a leviathan among the media, also will roll ahead. Improving and increasing use of color offers one indication. Also important changes in the mechanical aspects of printing are reported to be on their way.

Magazines, already experimenting extensively with new techniques and ideas, will surely develop others. The same will apply to direct mail, motion pictures, posters, exhibits and dramatization of speeches. More understanding of the processes of word of mouth communication will come—especially how better to fit such knowledge in with public relations programs.

In this small space we could touch on only a few high spots. But they should prove that public relations people and others who communicate have a gigantic job in the years ahead.







Of course I'm sure.  
I read it  
in Newsweek

*...ahead of the news, behind the headlines...for people at the top*



## A Check List For Avoiding A Community Crisis

# How to Get Out Of Air Pollution Trouble

By G. EDWARD PENDRAY

**M**ANY hundreds of companies have demonstrated that it is quite possible to produce at a high level, and still avoid community difficulties over air and water pollution or the disposal of industrial wastes. But some do not find it so easy. Not a few get into trouble—occasionally very serious trouble—over these problems.

In such cases, what is the public relations man to do—and what should he advise his management: first to get out of the trouble, and then, to keep out of it?

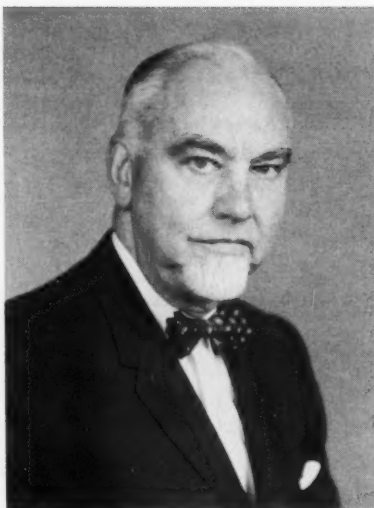
Our experience has been that the public relations man often may not be called until matters are well along toward the crisis stage. The procedure for getting out of trouble may therefore involve a crash program of sorts, plus a careful follow-up to restore good relations and leave as little scar tissue as possible.

On one thing it is most important to insist: public relations must never be used as a *substitute* for sound technical remedies to allay the nuisance of which the company is accused. And also, employment of technology alone will probably not assuage the anger of the community, once it has been thoroughly aroused.

Only when proper technology has been combined with sound public relations can the company be reasonably sure of getting out of trouble, once in it—or of avoiding future trouble when the immediate crisis has been passed. Some time ago, after a good deal of experience with air pollution problems

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involving a variety of companies and industries, we developed for the guidance of our clients some general suggestions about what to do—and what not to do—in incipient situations of this sort. These seem to have been quite useful to public relations people and company executives, and are presented herewith as of possible interest.

Our suggestions consist of two sets of rules, one of seven points and the other of ten. The first set is a list of things to do when immediate trouble threatens—the point at which the public relations man generally gets his first chance at the situation. The second is a set of actions to be considered in maintaining good relations with the community, after the crisis has been suitably dealt with.

Let us first consider what an industrial company should do to get out of a community crisis brought on by an accusation of air pollution.

1. When trouble threatens, act promptly, but not hastily. Obviously there is great danger in reacting on an emo-

tional basis, or on partial or possibly erroneous information. It is possible at this point to make great blunders, which subsequent statements or actions can hardly repair.

The second suggestion therefore supplements the first:

2. Find out clearly and in detail what the situation really is. This involves learning exactly what the complaint is, who is doing the complaining, on what experience or evidence the complaint is based and whether the complaint is an isolated case or part of a major movement which has enlisted the emotions and energies of a large group in the community. The preliminary inquiry should also determine what basis may exist in truth for the accusation, and what actions could be taken in a practical way to remove or alleviate the cause, if any.
3. Tell the people involved what you have done or are planning to do. The preliminary inquiry will undoubtedly have included interviews with the complainers and their associates. They should now be told, in face to face discussion if possible, exactly what the company is undertaking to do about their complaints. If complaints have also been published in the local newspapers, a statement should be issued to the press as well, explaining the company's position and intentions. These announcements should be made without heat or emotion; they should be factual—and of course what the company promises to do it should do without fail, as promptly as possible.
4. Solve the difficulty by technical means so far as possible or practical. It is of major importance for management to understand that reassurance or soothing words alone cannot in any way take the place of concrete action to cure the situation complained of—provided air pollution really exists.



An investment may be called for that will not repay the cost in improved product, in recovered by-products or in lowered operating costs, but it may well repay itself in community goodwill, the loss of which can often be very costly. Investment in research or equipment can therefore be considered as a kind of insurance; but no matter how considered, it will probably have to be made sooner or later—and the longer the delay the greater the costs will probably be. This brings us to the fifth suggestion:

5. If the program will take some time, give frequent progress reports.

The application of technology to air pollution control almost always requires that a study be made, a budget obtained and equipment ordered and installed—and consequently it takes time. This is why it is important to let the people know what is planned, *in advance* of taking the action. Otherwise the response to the complaint may be so long delayed the situation will get out of hand.

#### WHAT IS BEING DONE

Find convincing ways to tell the community what is being planned, and especially what is being *done*. Do this by discussion, by announcements, by publicity, by advertising and by all other appropriate means at hand. When engineers are assigned to study the situation, for example, announce the fact, give their names or the name of the engineering firm, and state when their report is expected. Make a further release on the contents of the report when it has been received. Announce when and from whom the needed equipment has been ordered, at what cost, and also when it is expected. When the equipment arrives, announce it. When installation is complete, release this information. A ceremony of some kind should be held when the new equipment is put into service for the first time.

Occasionally managers fear that such a series of announcements will stir up more complaints and keep the pot boiling. In our experience, they have just the opposite effect. Publicity of this kind is a frequent reminder that the company is fully aware of the complaints, values the good opinion of the community, and does not need further prodding to act.

Sometimes, however, the situation cannot be dealt with so promptly, perhaps because the technology is not yet known, or the necessary equipment will cost so much as to prove an unwise investment both for the company and the community, or because of other considerations. What then?

6. If more time is necessary—or if nothing can be done immediately—report this frankly, with reasons.



Burning automobiles in New York.



Smoke from commercial heating.

People after all will respond to reason—provided the reasons are presented believably. To be believable, they must first of all be *true*; this is not a device that can safely be used in an attempt to stall.

The reasons for protracted delay must always be carefully marshalled and understandably presented. It is usually wise to present them first in face-to-face discussion with the complainers, or if the matter has already had publicity, at a suitable public meeting in which the company officials are available for questioning.

If immediate steps cannot be taken, some kind of timetable should be announced for when action will be taken—and what kind of action is contemplated. The company can at least undertake a suitable program of research. This course should be announced and explained.

#### WHAT NOT TO DO

Our seventh suggestion—and one of the most important—consists of things *not* to do during a community relations emergency. Many of these wrong things

## Journalism and the Facts

"... the best things that journalism has to offer in a democracy—information along with a platform for debate, a forum for the expression of people's viewpoints and ideas—stem from the minds and skills of the people practicing the craft. If the public is able to form its own opinions from just the facts, it should be far better able to form opinions from both the facts and the opinions of others.

"That is not to say that a journalist can assume a cavalier disregard for fact. The facts, the news, these are always what we must work with and must find a way to convey. But what I do say is that the communication of news from one mind to another calls for a certain exercise of judgment; it calls for interpretation and background, and some sense of the meaning of the news; in short, it presupposes the movement of ideas from one active mind to another active mind. This is certainly a higher art, requiring much more exacting skills, than those called for by the simple standards of objectivity. And this is what I deem an essential part of the greatest traditions of American journalism."

*Excerpted from a speech by Roy E. Larsen, Chairman of the Executive Committee of Time Inc. before the General Alumni Association of Boston University.*

are still being done by beleaguered plant managers, in spite of much experience against them.

In dealing with air pollution complaints:

- ❑ Do not attempt to use smooth words or empty promises as a substitute for remedial technical action.
- ❑ Do not ignore protests, or deny the existence of a problem, without investigating to make sure.
- ❑ Do not call the complainers "pinks", troublemakers or Communists.
- ❑ Do not deny the facts—and certainly not when the evidence is plainly against you.
- ❑ Do not take refuge in legalistic tactics, dodging, bluster or silence.
- ❑ Do not attempt to justify air pollution on economic grounds—with such phrases as "more smoke means more jobs"—"if the town wants our taxes it will have to put up with some of our fly ash," etc.
- ❑ Do not take comfort in the idea that the complainers are the company's own employees, suppliers

or other dependents—"and they wouldn't dare carry the complaints too far."

- ❑ Do not assert that "the plant was here first, and the complainers should have known better than to build their houses so near to it, if they are so sensitive."
- ❑ Do not threaten to move the plant to another community—unless you mean it; your bluff may be called.
- ❑ Do not try to get out of responsibility by pointing an accusing finger at the other fellow.

In our practice we have seen every one of these approaches tried, and we have seen them fail. They are almost a guarantee of trouble. Sometimes they can change a simple complaint against air pollution into a major public relations disaster.

### FUTURE PROBLEMS

When the company recovers from its immediate difficulties, what should it do to remain free of future air pollution problems?

We believe it should, first of all, try to operate at all times in such a manner as not to produce any objectionable degree of smoke, fly ash, bad odors, gases or noise. This, of course, is easier said than done. As an operating ideal it usually cannot be approached without organized effort and constant attention.

To this end, we think a company should not hold back on any reasonable expenditures for necessary equipment or research to control air pollution, even though no complaints have yet been voiced, and even when there is little or no likelihood of getting a return on the investment, except in the valuable form of community good will.

The management should keep constantly in mind that control equipment by itself cannot be depended upon to prevent contamination of the air. It must be policed; it must be maintained; it must be properly operated.

There should at all times be insistence on adequate care by operating personnel. Many successful plant pollution control programs treat air pollution in the same way and with as much seriousness as safety and accident prevention, realizing that carelessness or lapses in the defense against either can be costly.

When the plant is large enough, it usually pays to assign air pollution control as a full-time responsibility to an able and informed man on the manager's staff. The manager should then hold this man strictly accountable for policing the plant's effluents.

As part of the trouble-prevention program, the company's local and national public relations people should be kept fully abreast of the situation, so they in

turn can keep the community and the public well informed about the organization's air pollution control activities.

It is also useful to keep up a thorough program of information for employees. Many an employee is embarrassed by a neighbor's complaints about his company, but doesn't know how to reply effectively when he has not himself been properly informed. Sometimes, indeed, in the absence of any information to the contrary, the employee is apt to agree with the complainer. A thorough-going employee information program helps employees speak up on behalf of their company.

Watch the incoming mail, and the letter columns of local newspapers, for any indications of community complaint. When a citizen complains, he should promptly receive a call or visit from the manager or someone on the manager's staff. The purpose of the call should not be to bully or frighten the complainer, but to learn exactly what his complaint is, and on what grounds it is based. During such discussions the complaint will sometimes evaporate. But even if it doesn't, the company is in a better position to do what then may be necessary to improve the situation. As the saying is, you can't always convince 'em, but don't ignore 'em.

The company should work cooperatively with any air pollution control group or groups that may be active in the community; should know the leaders of the group, their objectives, their planned activities, be sympathetic with their aims, and be helpful in any practical way. Such groups are usually seeking improvement for the community, and can hardly be objectionable. They are a potential danger only when their programs or activities are based on misinformation or lack of understanding.

### COMMUNITY RELATIONS

The company should also work in an organized way with other companies in the community to control air pollution, and should participate in industry-wide activities along the same line.

Finally, at all times cultivate good general relations with the community. It not infrequently happens that a plant gets into trouble over air pollution or some other specific point of friction simply because this is a way the community has of expressing a deeper dissatisfaction with the organization. If the company's community relations are bad, dealing merely with air pollution complaints may only be treating symptoms. When air pollution complaints are persistent, consider whether the real trouble may not lie elsewhere. An inexpensive professionally-conducted field check will soon indicate whether this is in fact the case. If it is, the only lasting answer is to correct the basic cause.









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## The "Population Explosion" In the Suburbs

By ROBERT W. SMITH, JR.

**H**OMETOWN loyalty—a good name in the community based on years of service and social contributions—is literally the lifeline for hundreds of thousands of local and regional businesses. Yet in many cases, the fastest growing segments of their market areas may be ignorant of and indifferent to their accumulated deposits at the familiar bank of good will.

The special public relations problems confronting these businesses—which may include a 15-state chain store empire as well as a local creamery—stem from a new fact of metropolitan area life.

In any of several hundred metropolitan areas, suburbs are the major, if not the only, growth areas. So-called core cities, with a few notable exceptions, are either losing population or standing still.

### PEOPLE ARE PEOPLE

Taken on balance, a net increase in the population of the market area should represent a growth potential. People, as such, are much the same whether they live in the city or nearby and conveniently accessible suburbs.

But the new suburbanites cannot be thought of as having been simply transplanted from the city to its suburbs. The figures will not support such a view. Detroit's population, for example, is down about 170,000 for 1960 as compared with 1950. But its suburbs have grown by almost a million. Kansas City gained 11,700 in the same period while its suburbs added over 200,000 residents.

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ROBERT W. SMITH, JR., is an associate in the New Orleans public relations firm of Perret & Kalman. He first began active study of population shift and growth while planning field activities for a firm whose first markets were in the fast-growing suburbs. He is a graduate of Tulane University.



New Orleans, showing one of the more significant urban increases of 50,000 for the decade, has seen its suburbs double in size. Even before population characteristics of the 1960 census were charted, it was obvious that most suburban growth represents new residents in the area.

As a direct consequence, many businesses are failing to realize the predicted upsurge of "the population explosion." Their sales are not keeping pace with the rapid expansion of their market areas.

Prominent in this category are businesses in which local or regional operators have traditionally co-existed with competition able to advertise and distribute on a national scale, for example: beer, coffee, dairy products and most kinds of retailing. Also included are a broad cross section of industries—from machine tool to bathing suit manufacturers—which have successfully com-

peted in limited markets with giants in their respective fields.

### "HOME GROWN" INDUSTRIES

Virtually all such "small businesses" would attribute a large measure of their historic success to the good public relations which they have developed over the years in their own market areas. The failure of any of these "home grown" industries to keep pace with their growing market potentials may, similarly, stem from the relative weakness of their image among their new neighbors.

In short, too many small and medium-sized businesses seem to have allowed years of entrenched position in the community to diminish the aggressiveness of their missionary work among burgeoning numbers of affluent newcomers.

Having recognized such a shortcoming in its most disturbing manifestation—static or declining sales figures—one reaction might be to adopt the tactics that seem to be working so well for the biggest of the competition. The temptation is great for the business of considerable regional size and stature to fight fire with fire. Flexing its corporate muscles, such a company might elect to show the world it is a match for anybody, regardless of size, wealth or scope of operations.

In so doing, a company places itself in double jeopardy. It may not only fail to make new friends but may also alienate old ones by its new and unfamiliar look.

A sounder approach to cultivating friends among growing numbers of newcomers to the market involve less risk, promises greater rewards. It begins with a searching reappraisal of good will building—activities in light of the new and new-type publics they must reach and influence.

Three observations on the nature of new suburbanites may prove helpful:



1. They are partially isolated from the mainstream of community life.

Like Americans abroad, newcomers to the suburbs tend to see more of each other than of longtime residents. This is especially true of suburban wives but also applies to their husbands. Many offices and plants are themselves little outposts of suburban immigrants. Newcomers can't be counted on to form good opinions of a firm from the reports of satisfied customers of long standing.

Image building programs for these new prospects should be addressed to their self interests which may be quite different from those traditional in the community.

For example, supporting the municipal symphony may have been one of your company's most praiseworthy contributions to community life for decades. But, perhaps you'd also better consider getting identified with square dancing, too.

2. They are extremely mobile.

Far from being settlers, suburbanites are the most mobile as well as the fastest growing segment of our population. It's hardly an exaggeration to say they can and will move at the drop of a job offer, promotion, or transfer. Suburban markets may be turning over nearly as fast as they are growing as "for sale" signs in any new sub-division will attest.

#### A DIFFICULT TARGET

With neither the time nor the inclination to develop "local" tastes to any great extent, suburbanites present a difficult communications target at best.

In influencing them it might be well to think of a revolving display rather than an endless film. The traditional view of public relations—cumulative good works diligently reported—must be modified to take into account the transience and indifference of the public in question.

Plans should be in terms of seasonal or annual programs, activities and events, each of which will convey the essence of the company's strong points. Relying on history more as a device to dramatize continuing progress than as a symbol of assumed leadership will help to avoid unnecessary antagonisms toward "old guard" entrenchment.

For example, a perpetual endowment of the chair of fine arts at a college or university is unquestionably a valuable contribution to education. But the addition of an annual scholarship or fellowship for training or research in your field might win you more friends among each year's mounting number of technically oriented young men and women.

3. They are acutely conscious of "in" patterns of life.

This is not to flog the dead horse of

conformity versus non-conformity. It simply implies that most newcomers, within the limits of their time and resources, want to get and make the best of their circumstances. And this means being associated to some extent with the traditions and culture of their environments.

#### RESIDENT TOURISTS

Today's suburban newcomers are really resident tourists rather than homesteaders. Many of them talk about "seeing the country" as one of the advantages of their jobs. While not too interested in steeping themselves in the manners and mores of the community or region, they look for opportunities to identify themselves with characteristic and colorful customs around them. It's a kind of game with them, but one that's played in all seriousness.

A review of the traditions of the community or region will be revealing. Which ones are potentially vital because of their charm or practicality as opposed to ones kept alive by determined effort of those who resist change?

For example, summoning up visions of cotton bales in Memphis or cattle in Dallas may have historic validity for your company. But there is little hope of their involving newcomers in a warm and productive relationship with you. It may even heighten their remoteness from you. There are, after all, few ranchers or plantation owners among them.

However, to continue the oversimplified analogy, you might identify yourself with cotton fashions or the encouragement of back-yard steak broils with good effect. You might sponsor competitions for cotton dressmaking or arrange for seasonal showings of cotton collections by famous designers, in the first instance; publish recipe books or stage an annual contest for sauces among local amateur chefs, in the second.

#### LOCAL LIFE AND LEGEND

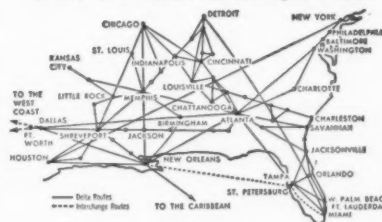
The means you choose to make the identification are not so important as the way in which you use them to meld your company's personality with the rich, appealing aspects of local life and legend.

In summary, it can't be expected that a good name and position in the community will be automatically recognized and respected by newcomers. They haven't the opportunities, the time nor the inclination to assimilate reputations earned or inherited over the years before their arrival.

Effective public relations should be addressed to suburbanites' need to participate on an equal basis in the good life as lived in the area. In helping satisfy that need, vehicles should be chosen that link traditional company virtues with appealing contemporary themes.



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## Allaying Public Concern About Medical Radiation



The education program in radiation protection sponsored by The American College of Radiology emphasizes safe, modern equipment. Here, a therapy machine is tested so that radiologists and other physicians will know precisely what radiation output is.

## This Dilemma Has Lots of Horns

By HUGH N. JONES

**H**OW DO you say what is good is bad, and what is bad is good?

At the same time, whatever and however it is said must be presented with honesty and scientific fidelity and without speciousness.

The subject to be encompassed by these qualifications is the complex, highly technical aspects of medicine and radiation. Further, the semantic base

upon which the message is to rest has to be understandable to the public.

It was exactly this problem which confronted, and which continues to confront, the American College of Radiology, the national professional association of physicians who specialize in the diagnostic and therapeutic use of radiation.

The issue—medicine and radiation, good and/or bad—was deposited in the public domain with a resounding splash in June, 1956, when an epic study by the National Academy of Sciences—National Research Council on "The Biological Effects of Atomic Radiation" was released to the public.

Conclusions from the study were many and important, and all were released within the traditional setting of a press

conference and an apparently highly sophisticated appreciation on the part of National Academy of Sciences' spokesmen about the value of mass communication.

While the report on biological effects involved a number of scientific disciplines affected by atomic radiation—genetics, pathology, meteorology, oceanography and fisheries, agriculture and food supplies and the disposal and dispersal of radioactive wastes—the medical use of radiation and the resultant exposure of the whole population's reproductive capabilities to radiologically-induced mutations, caused widespread public comment.

Very soon after June, 1956, it also became abundantly evident that this also triggered the most public concern.

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HUGH N. JONES has been for six years Director of Public Relations for The American College of Radiology. Before that he was a news editor and writer for CBS-News and the WGN-Mutual Radio networks in Chicago. He is currently Editor of THE EXECUTIVE, official publication of the Medical Society Executives Association.

This public and professional concern presented the American College of Radiology with a responsibility to increase an information effort because members of the College are those physicians who most use, and who are most completely trained in, radiation in medicine.

In the report, it was made clear that medical radiation was the largest contributor to man-made radiation exposure of the population's genes, the means by which we pass on inheritance through successive generations. This man-made radiation exposure posed a hazard for future generations through the projected increase in the population's genetic-mutation "pool."

As a generalization, most mutations are "bad"; and when you have more mutations, you have on a population basis an increased threat to the future of the human race.

#### CAN BE GOOD

Still, medical radiation *is* good, too. In excess, radiation can kill and maim, and when used carelessly it contributes unnecessarily to excessive mutation rates; but in controlled quantities and in judicious hands it also preserves and lengthens life.

Thus, the dilemma for the College's information program was hoisted upon its multiple horns: bad and good, good and bad.

Any worker in the vineyards of public relations knows of criticisms of his calling. There has been a spate of such inverse panegyrics—including books, magazine pieces, series of articles in the press, on into any random selection of dyspeptic newspaper city room employees. Not the least cited of these heated and viscerally inspired efforts is a charge of the half-truth syndrome.

"It's . . . thrown up to the public relations practitioner," *Business Week* noted in its temperate, fair and calming report of July 2, 1960, "that by the very nature of their work they [public relations people] distort simply by communicating only favorable information about their clients or companies."

#### ORWELLIAN OVERTONES

Some severer critics, if they wish to continue in this current exercise in the feverish cult of lambaste however, could take further semantical lessons from George Orwell. In passing through the futuristic forebodings of 1984, the Orwellian narrative noted on a related subject:

" . . . To hold simultaneously two opinions which cancelled out, knowing them to be contradictory and believing in both of them, to use logic against logic . . . to forget whatever it was necessary to forget, then to draw it back in the memory again at the

moment when it was needed, and then promptly to forget it again, and above all, to apply the same process to the process itself—that was the ultimate subtlety. . . ."

It was these other and Orwellian overtones that compelled a careful articulation in the College information efforts.

The hazards and values from x-ray and radiation have been discussed and ruminated among scientific circles since 1895, to cite one historic benchmark. It was then when x-rays were discovered by the German physicist, Wilhelm Conrad Roentgen.

The need was to distribute this appreciation and knowledge in more understandable form, and to a much wider audience. Thus created, the issue was twofold for the College:

1. To allay unreasonable fears raised among some patients who were refusing needed, often life-saving examinations and treatments through fear of the "hazards" of radiation; and
2. To increase the tempo of an educational effort to reduce unnecessary radiation exposure among the physician-users of x-ray and other radioactive sources.

This second effort would have to concentrate on those physicians who were not as well-grounded in the understanding and control of radiation hazards and values as were the certified radiologists who compose the specialist-membership of the College.

It was agreed among the leadership of the College that by accomplishing (2), the implications inherent in (1) would be greatly reduced.

It was also obvious to the College leaders that the greatest beneficiaries of this educational effort to reduce radiation exposure would be the general public—and in the long run, generations to come.

It was not only a job to do; it was a compelling necessity. At the same time, the program if it was to be successful would have to represent a generous sharing of knowledge and skills which radiologists had spent their professional lives acquiring.

#### FITTED FOR ROLE

Radiologists were the logical and responsible professionals to lead in any educational effort among physician-users of radiation. Their three to four years of postgraduate education in the medical use of this modality, following their M.D. degree and their one or two years of internship, fitted them uniquely for the role.

The College, as the professional association representing them, also could draw from scientific knowledge within

the discipline of medical radiology which, while well known to the specialists in this field, was not as widely and profoundly appreciated among other medical branches. With this frame of reference, leadership within the College launched its now continuing program of education in radiation hazards and protection among all practicing physicians.

The College had limited budget and personnel. Thus, it was obvious to its officials that no educational program could be sustained over the number of years necessary to bring this message of radiation hazard, value and protection effectively to bear unless the 5,000 College members actively and voluntarily were involved in the education of their peers in other medical fields.

To this end, an effort of information-compilation was begun—to gather the relevant data—centering on the subject of medical radiation: its known and assumed, or suspected hazards; its proven value, and its implications for benefit, which had to be weighed in each individual patient against the hazard.

#### JUDICIOUS USE ADVOCATED

This included compilation of recent and newer concepts in this field, from radiologists, physicists and geneticists, based on their current research and knowledge, and placed within a framework which would demonstrate not only the hazards implicit but also the great good which would continue to benefit the health and welfare of patients if radiation were used judiciously and expertly in medical care. The need was to show clearly how the patient could receive the good from radiation and, through known controls, the hazard could be minimized.

The information which was current for radiologists was couched in their technical and scientific vocabulary. For use and dissemination among less experienced groups it required adaptation and simplification.

The first step was to take this information in its new and less complex form—through the media of scientific panel discussion and symposia; scientific and technical exhibits, and individual clinical and scientific papers—before the formal, annual meetings of the major scientific radiological societies.

This compilation of scientific and clinical information, comprising the whole complexity of medical radiation, had to be first presented concisely and succinctly in meaningful format to radiologists. If they were to serve as the eventual key persons in the education program they had to have the information in communicable form to send it widely outside the relatively small radiological specialty and into the purview of the other medical disciplines.

Parenthetically, the College, while it is the largest radiological grouping in the



world, does not hold an annual scientific meeting for the presentation of clinical scientific data about medical radiation. For this reason, the specialty's scientific data are channeled through annual meetings of several scientific radiological societies. This information, in turn, is then adapted and utilized by the College toward fulfillment of its primary goal: "... improving radiologic service to the sick by means of the study of the economic aspects of the practice of radiology, and the encouragement of improved education facilities for radiologists."

#### CODIFIED AND CONCISE

Once a basic store of codified and concise information had been accumulated, published and reviewed, the program of dissemination among radiologists themselves, and through them to their colleagues in medicine, was ready to begin.

The flow of scientific and medical data was initiated in the following manner, beginning in the Fall of 1957, and continuing through the present and into

the future, amended in its content as new information and understanding about medical radiation come to the fore:

1. Lectures, symposia and panel discussion on these subjects were initiated at the meetings of local, state and national non-radiological medical organizations. These were conducted by experts in radiation physics, radiobiology, genetics and radiology.
2. The reprints of these lectures and discussions were published in the appropriate medical journals and distributed to the medical profession. In addition, thousands of reprints of these articles were distributed to the physicians who were non-subscribers to the particular journal.
3. The American College of Radiology prepared and distributed *A Practical Manual on the Medical and Dental Use of X-Rays with Control of Radiation Hazards* to 175,000 practicing physicians in the United States. This *Manual* was specially prepared and

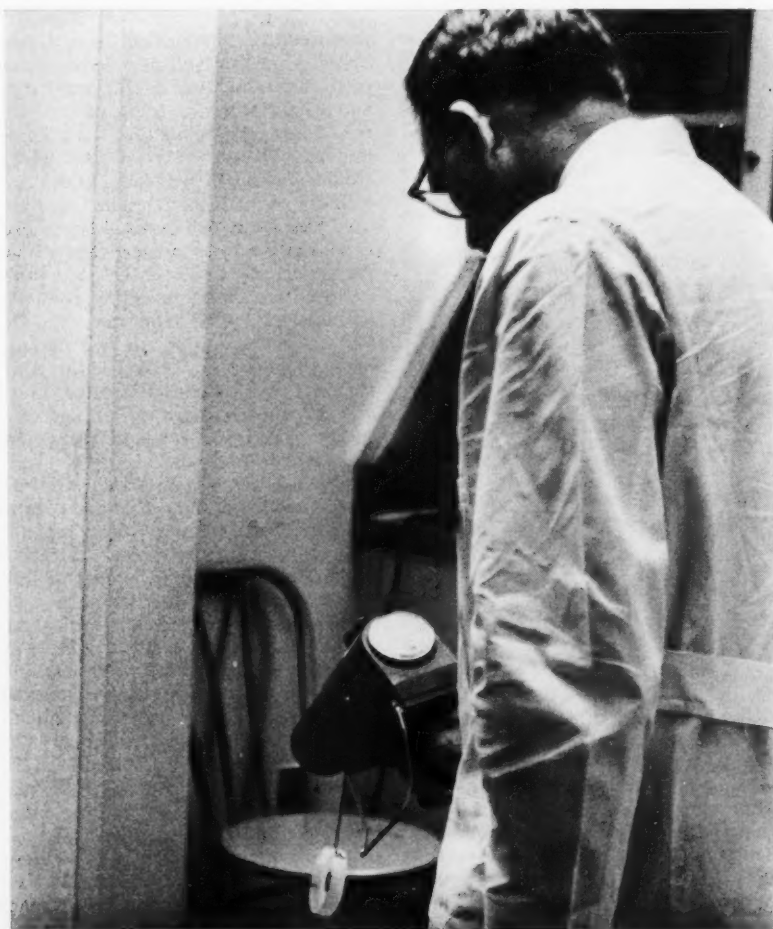
contained all of the basic information on the problems brought out by the Report of the National Academy of Sciences as well as practical recommendations in everyday medical practice. It was also sent to all editors of county, state and national medical journals to emphasize the importance of this *Manual* to their readers.

Another 30,000 copies of the *Manual* will be distributed to all interns and resident physicians. Preparations are under way to print and distribute Spanish and Portuguese versions for Latin American physicians. Financing of the *Manual*, a 30 page, multicolor handbook, was in part by the American College of Radiology and in part by the National Academy of Sciences.

4. Sets of colored slides illustrating how to control the hazards of radiological examinations and explaining the safest methods of radiographic examinations were prepared and presented to physicians requesting them. There are nearly 400 of these slide sets in use. Additional sets are sent out nearly every day for small medical groups.
5. A Protection Information Kit was designed which included reprints of important lectures and papers on this subject, together with a suggested lecture to help radiologists and other physicians present talks on this subject before medical groups. More than 1,000 of these kits have thus far been distributed.
6. Most recently, a 16 mm., color, 45-minute-long motion picture was prepared for the medical profession. It emphasizes radiation protection and proper clinical situations for radiological procedures. Financed in part by the College and a grant of \$65,000 from the Rockefeller Foundation, it is titled "Radiation: Physician and Patient."

What has been the result? For one, there has been an increased awareness by the medical profession of the value and hazard of medical radiation. In the short and long run, this result will be far-reaching because it helps:

1. Develop a calm and mature attitude towards the nuclear era, an era that holds great promise for the betterment of mankind.
2. Put at rest an unwarranted concern about medical radiation. There has been confusion of medical radiation with nuclear fallout and explosions and the latter's massive or chronic whole body irradiation.
3. Aid every physician using diagnostic radiology to exert positive efforts to keep radiation dosage to patients' reproductive organs to the lowest level consistent with the best standards of medical practice.



Use of such instruments as a "cutey-pie" (above) helps the radiologists make sure that radiation does not reach levels dangerous to patients and personnel in x-ray offices.



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4. Acknowledge that radiation to the reproductive system can be reduced in some instances by 75-85 per cent, without impairing the efficiency of diagnostic examinations.

Attesting to the value of the College information program is the second report on biological effects, released last year by the National Academy of Sciences, as a sequel and follow-up to that 1956 report. States the 1960 report:

"The medical and dental professions are commended for their continuing efforts to reduce diagnostic and therapeutic radiation exposures to the lowest levels consistent with sound medical and dental practice. . . . the American College of Radiology has initiated an educational campaign to reduce the gonadal doses received by patients from diagnostic and therapeutic procedures. . . ."

In addition, in cooperation with the National Academy of Sciences, the College is cooperating fully in a long-range research effort aimed toward compiling significant comparisons between physicians regularly exposed to radiation over a professional life-span and those physicians not exposed.

Results, which will be compiled through several past and future generations will derive largely from the data gathered in the membership records in the College headquarters office.

Obstacles encountered in the education program were not serious, but that which was most pressing was *time*. The program of education in such a complex subject, if it were to be effective and authoritative, in the opinion of leaders within the College, had to come chiefly from radiologists. It was these medical practitioners who were the most conversant with the problem. As representatives of the private practice of medicine they also shared the most responsibility. If the educational impetus were to come from other sources this would imply the possibility of a less extensive, more limiting framework and a more restrictive effort on the judicious use of this invaluable medical modality.

To have waited longer, or to have shirked the responsibility itself, would have permitted the possibility of a less knowledgeable, inclusive and understanding approach to the question of medical radiation.

The educative effort now under way will continue as long as education in medicine continues. As one radiologist has noted: "We all know about asepsis in surgical procedures; but we go right on hammering that message home to the medical profession."

So it is with medical radiation: it is good and bad, semantical criticism to the contrary notwithstanding.

And that is the *whole* truth.



## A Few Pointers on How to Get That Article Published

# Using Magazines to Tell Your Public Relations Story

By CLAY SCHOENFELD

**A**S A communications channel, the magazine feature article rates high in the public relations world. It can carry a message to a selective audience, often a large one, and it has status-symbol overtones that tend to elevate the image of an employer or client.

To utilize the magazine feature as part of a public relations program may require a heavy investment of time and talent, but the results generally are very sizable. The investment need not be excessive if a half dozen fairly simple rules are observed.

At the risk of sounding like a college professor (which I am), I must say I believe effective feature writing starts with doing "your home-work." There is no short-cut that I know of in thorough research.

Such research consists of three main steps:

1. The collection and collation of information about the magazine world in general.
2. The evaluation and interpretation of information about the specific magazine cluster that is involved.
3. The application of the intelligence thus gained to the development of a particular feature article.

Ayer's *Directory*, Bacon's *Publicity Checker*, *Writer's Market*, *Standard Rate and Data Service* and *The Readers' Guide to Periodical Literature* are among the standard references that will give both an over-view of the magazine world and a clue to those magazines

most likely to be prime outlets. Various specialists working for an employer or client should be able to provide some valuable tips. So can other people who understand the magazine field. But in the final analysis there is no substitute for a personal perusal of the magazines themselves.

### "HORIZONTAL" MAGAZINES

For example, let's say we consider an organization such as one I once served—a manufacturer of cafeteria equipment. Media analysis discloses a number of "horizontal" magazines, like *Institutions*, aimed at mass-feeding managers in a wide range of enterprises. Then there will be "vertical" magazines designed for executives generally in a particular type of enterprise, like *College and University Business*. Beyond these tailor-made media will be peripheral possibilities, ranging from certain large magazines to trade and technical journals.

An initial task is to build an annotated list of appropriate outlets. The better the home-work, the better the chances of an editor's acceptance.

One point about performing research is that a feature article has to be beamed to a certain audience, in the framework of a special editorial format. The ideal feature article is so constructed that it can appear in only one magazine at one time.

The late Frank Lloyd Wright once said "a house should be a circumstance in nature, like a rock or tree." Had this famous American architect been talking about feature articles, he could not have defined the principle any more aptly.

### HAVE AN AUDIENCE IN MIND

To have the right approach in an article means to prepare it for a particular audience—the readers of the magazine for

which you are writing it; and to keep in mind as much as you can all during your preparation of the article, the probable interests, likes, dislikes, abilities, inabilities, understandings and misunderstandings of those people who are likely to read the magazine.

The best hint on how to communicate with a particular magazine audience is the magazine itself. If the editor weren't communicating well he wouldn't be in business. So we examine in detail his topics, his style, his policies, his trends, his format, etc. And then we translate what we have learned into our own subject and its treatment—the best approach, title, lead, phraseology, organization, rhetorical devices, length, illustrations.

If we can master the principle of the right approach, we are well on the way to serving the magazine and its readers as well as providing an effective vehicle for telling a story we want to have told.

To my students in feature writing classes I emphasize that a rock-bottom ingredient of any good feature article consists of *plain facts*. If I don't do this I get flurried of sophomore outpourings without an ounce of substance.

But to my colleagues in public relations workshops I need to use a somewhat different technique, because public relations men are brim-full of facts about the interests they represent. So I bear down on the point that a feature article needs something more than unadorned facts.

### PERSONALITIES AND DATA

Editors and readers aren't interested in facts as such but in the ways in which these facts impinge on flesh-and-blood people. Hence, a good feature subject is one that involves *personalities* as well as data. If there aren't any people directly involved in a subject, some should be introduced if possible. At least one

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CLAY SCHOENFELD is Professor of Journalism and Assistant to the Dean of Extension at the University of Wisconsin, as well as a free-lance writer and public relations consultant. His latest book is *EFFECTIVE FEATURE WRITING*, published by Harper & Brothers, 1960.



When you are preparing an article keep in mind the likes and dislikes of the people who are most likely to read the magazine.

living, breathing character in an article is worth more than a thousand words of statistics.

I once tried to place a feature article on the University of Wisconsin's correspondence study program in a magazine. It was a solid article but (from hindsight) very dull. Another university scored ahead of me with a piece focussed on typical study-by-mail students.

People are interested in interesting people, not in my public relations goals.

It may be superfluous to point this out to an audience of professionals, but I suspect more feature articles are returned by editors because of faulty time-and-space factors than for almost any other reason.

#### TIMING FIRST

Let's touch base on the timing problem first. For the effective feature writer it's June in January. The monthly magazine editor is often six months or more ahead of the calendar, so the author has to be, too. When it's January the editor is likely to be buying Fourth of July features. When it's July he is rounding



A good feature article is one that involves colorful personalities—as well as the facts.

up Christmas stories. One secret of acceptance of articles is to time your submissions to meet the editor's needs.

For weekly magazine and Sunday supplement editors we don't have to work so far ahead, of course. A few weeks usually are enough. But the time-factor principle is the same.

How does anticipating the calendar work in practice?

Let's say it's early September and we are asked to write something about back-to-school. What can we do with it? We can sit on it until February or March and then submit it to a monthly magazine for publication the following September; or we can change the angle to "spring is coming" and submit it for March or April publication.

Or let's say it's February and we have a piece with no particular seasonal angle. If we can, we may work in an autumn approach so that its chances of being accepted for fall publication are strengthened.

The point is, we should not fight the calendar—but instead, put it to work. There are few publications that are not looking for articles with seasonal, holiday, anniversary or fad angles. Let's give an article the proper treatment and get it to the appropriate editor in plenty of time. Then we will be likely to help him and he will help us.

A closely related aspect of effective feature writing is the space factor. What do I mean by that? Just this:

1. In writing for a local or regional market, we have to find and feature a local or regional angle.
2. In writing for a national market, we have to find and feature a unique or widespread appeal.

If we start out with a national statistic, we don't have an *All Florida Magazine* feature until we relate a national trend to the current situation in Florida. Counterwise, if we start with a good local narrative, we don't have a *U.S. News and World Report* piece until breadth and significance are added.

Gaining acceptance of a magazine feature is likely to be enhanced if you start with an introduction.

A garden-variety way to arouse an editor's interest is to write a query. This consists of a letter to the editor inviting him to assign a particular writing job—or at least to indicate that he would be willing to have a look at the manuscript. The successful free-lance writer rarely completes work on an article until he gets a green light from an editor.

A query, in a real sense, presents a marketable idea to an appropriate market. It should be a worthy reflection of a writer's sense of editorial discernment and his writing ability. To perform its mission, a query ought to summarize or suggest: the subject, its appeals, any

special angles that the editor might like, and possible illustrations.

Frequently a writer will address his query to the top editor, by name. But in the case of magazines, that clearly are collections of self-contained departments, it seems better to address the appropriate department chief.

A public relations practitioner may decide not to approach a magazine directly. He may realize that an independent free-lance writer will find a more hospitable reception. Working with a writer who is already a contributor to the magazine concerned is much better.

#### ABOUT LARGER MAGAZINES

For example, in order to gain acceptance for a story of America's state universities by a leading national magazine, a well-known contributor was persuaded by us to author the manuscript.

The larger magazines, while often open to suggestions from outside sources, naturally get a great deal of their material and ideas from within their own staffs.

To sum up: any magazine feature that is worth doing is worth doing well. Here indeed is a chance for the public relations practitioner who feels stifled by the demands of annual reports and ghosted speeches to unleash his creative talents in other directions.

Newspapers may accept standardized releases, but magazine editors are on the look-out for a touch of those "charmed magic casements" that are as pertinent to popular articles as to Keats' poetry. Give an editor some winged prose, in place of wingless stuff, and your contribution will vault over his desk into 10-point type!

#### NO PEDESTRIAN COPY

Through apt taste in word selection, in the use of extended figures of speech, by honing your sense of rhythm you can give your writing a tone that will attract and hold readers surfeited with pedestrian copy.

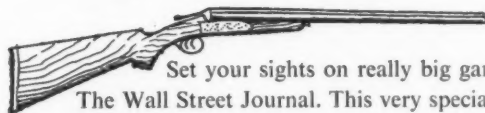
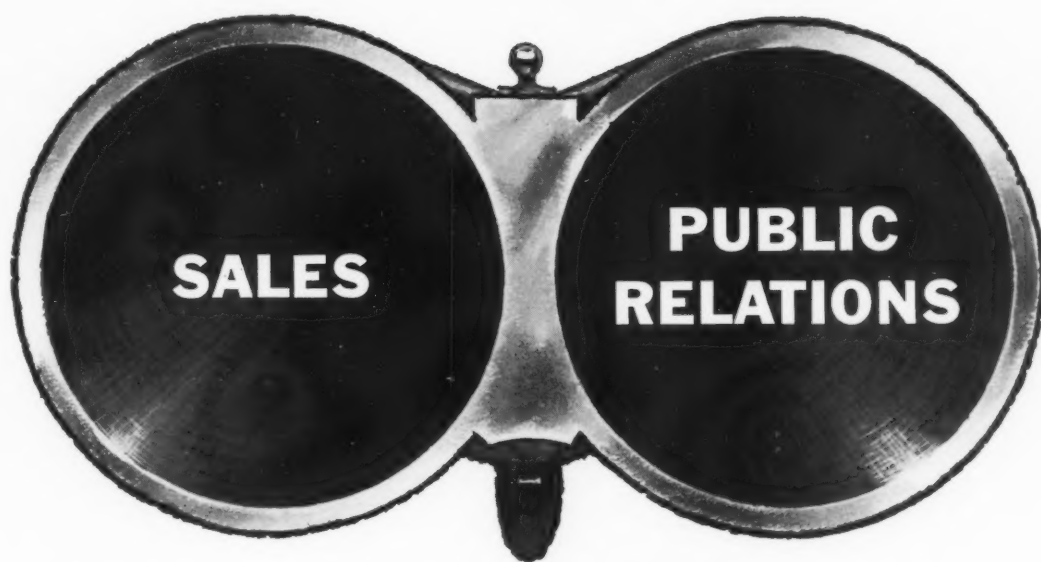
While the net effect of such writing seems to be one of effortless expression, the only article that actually represents effortlessness is likely to be a poor article.

Colorful, imaginative prose does not often condense automatically on cold paper like so much dew. It is generally the result of hard work.

But, then, what good public relations isn't?

To the public relations person willing to work at it—at carpentering his style, at understanding an editor's needs and the time and space factors, at writing for people about people, at suitable approaches, at research—the magazine article can become a highly effective element in a public relations program.

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## The Braille Institute Program

By JOHN M. HOLMES

**P**UBLIC relations for a private charity is not an unexplored subject—many private as well as public charities in the United States have been having relations with the public for years, with more or less increasing degrees of success.

In the case of the Braille Institute, however, we find something which is more than a charitable institution. It is a philanthropic, educational and service organization designed for a minority group of the handicapped—blind people. It is nonprofit and nonsectarian, and somewhat unique among organizations of a similar nature in that its education and services are entirely free and range over a wide field. It is supported by the generosity of the public. Its purpose is to provide for the educational, social and economic advancement of the blind. In simple terms, this amounts to combining contributors' dollars with organizational skills so that those without sight may overcome their handicap.

### SERVICE PROGRAM EVOLVED

During the past 30 years the Braille Institute has evolved a service program that includes, among other things, the publishing and worldwide distribution of free Braille bibles, the distribution of free white canes, varied educational and recreational programs, a visual aids service for the partially sighted and special projects such as one for teaching blind, autistic (emotionally disturbed) children.

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JOHN M. HOLMES, *Director of Public Relations of the Braille Institute of America*, is well-qualified to write this article. In 1941 he lost his sight and underwent a period of readjustment including training at the Institute. For eight years he was in export-import business, then joined the Institute's public relations staff in 1959. He was appointed to his present position in February 1960.

Financing of such projects, though competitive, can be obtained and skilled personnel is available. Thus it would appear that a public relations person would not be presented with any major difficulties in this field.

But even with a good program and a public that is willing to underwrite it, there remains an unknown quantity which is very pertinent for agencies working with the blind. Public relations concerning blindness does not resolve itself merely into informing people about the agency's services and the necessity for funds to support them. There is a continuing curiosity, as well as a vast ignorance, about the subject of blindness.

Although only two out of 1000 people are blind, the remaining 998 have a curiously high degree of interest about the subject. The sighted public generally does not even conceive the implica-

tions of the disability. It knows so little about it—and what is known is so generously sprinkled with error—that it becomes not only a challenge to the public relations man to do a job of education—it becomes a necessity.

### STEREOTYPE OF LONG AGO

In this modern day, too many people still adopt attitudes of abject pity—a stereotype from ancient times when a blind man really was a beggar with a tin cup. Others tend to conjure up an overly sentimentalized image of a blind "genius." Still others adopt what they consider to be a modern "realistic" approach, which is to say "A blind man is just like a sighted man except for a lack of sight." To some extent, of course, this is true. But it is also an oversimplification. Carried to its logical conclusion, such an axiom would indicate that agen-



A stylus for taking notes, a Braille writer for correspondence, a radio for the news, a Braille clock and dictionary, a raised-dot thermometer—these are a blind man's tools.

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These buses take blind people on outings such as to the beach, wildflower country.

cies for helping the blind are of dubious value.

The truth, as usual, lies somewhere in between the various concepts. Stereotypes should certainly be beyond the consideration of this day and age. Blind people can do many things, but they seldom are geniuses. Some achieve, some do not. Their handicap, however, is what distinguishes them from sighted people, and it is that which lends distinction to their achievement.

Inasmuch as there is seemingly an unusual curiosity about the subject of blindness on one hand and a gross misapprehension about it on the other, the public relations person has a complex job to perform here.

Braille Institute utilizes many media—newspapers, magazines, pamphlets, direct mail, films, television, radio, billboards, a speakers' bureau and daily conducted tours through its building. In fact, practically all media are utilized but there are no "gimmicks" or high pressure promotional schemes.

In the Institute, "interest" is still the prime criterion for winning public attention. The unique, the unusual, the little-known are factors that draw public attention away from the other types of news and feature stories which daily surround us.

### PRESENT AS A HANDICAP

Stories concerning blindness must observe the boundaries of good taste. Blindness should not be presented as a tragic affliction or a catastrophe. It is a handicap of significant proportions, but its effects can be ameliorated by resourceful people who are capable of developing other senses to compensate for their loss of sight. (Some authorities estimate that nearly 85 per cent of our knowledge of environment comes through the eyes.)

Because of the nature of the handicap—the limitation of mobility, the difficulty involved in developing alternate senses and using them as a substitute for visual perceptions—a majority of the

public is willing to award the blind person a large measure of admiration. Blind people, however, who have long lived with their disability are sometimes embarrassed by such admiration. Their adjustment is something they take for granted. But, conversely, they react with disappointment whenever they meet ignorance or indifference.

The public relations practitioner in this kind of work, therefore, has the problem of creating in the public mind an image that will help retain the admiration while eradicating the pity.

Mass communication media today are so highly developed and represent such a potent educational force in this country that one should employ them with a sense of caution and responsibility. There should be no recklessness—communications should be neither harsh annoyances nor soporifics.

Public relations fortunately is not a science. Some motivation research to the contrary, the process of molding opinion and persuading people is still an art. It can be a "black art" if ethical standards are missing or motives questionable. In its proper sphere, it can draw lines of coherence through the chaos of life.

A novel of a few years ago had the title *The Heart is the Hunter*. Inherent in this title is considerable meaning for the public relations man. Even today when we purport to live in rational ways, the heart is still the final arbiter, as most of us, upon reflection, will admit.

And unless we want a "Big Brother" type of thought control in this country, we should be thankful that it is.

## About the Future

"We may not be able always to avoid being labeled 'hidden persuaders' or 'propagandists' by people who do not understand our work and who want the notoriety that comes from muck-raking. But such attacks will not hurt any more than our pride if our actions do not deserve such criticism, and if we consistently maintain the highest possible standards of performances, both in the concept of a program and in its execution.

"The future of public relations is bright. There is an unmistakable need for an informed public opinion so that people will form sound judgments of the problems that affect the lives of individuals and the fate of the economy.

"So long as this need exists, there will be a demand for public relations skills to help government, business and many other fields inform the public."

*Excerpted from a speech by John G. Mapes, Chairman of the Executive Committee, Hill and Knowlton, Inc., before the Cleveland Advertising Club.*





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		LTL	@ Vol.
HOUSEHOLD UTENSILS OR RELATED ARTICLES—Continued:			
100840	Dusters, NOI, in packages		
100860	Floor oilers, in packages		
100880	Fluters, hand, other than hair		
100900	Fly swatters, in boxes		
100920	Forks, Knives or Spoons, made		
100940	Forks, knives or spoons, NOI,		
100942	Note—Forks, Knives or Spoon or with parts of gold, sterling handles, but not including an		
100960	Forks, knives or spoons, NOI, in boxes		
100980	Forks or spoons, plastic, in boxes		
101000	Frames, quilting, KD, in package		
101020	Generators, formaldehyde gas, in		
101040	Griddles, aluminum or magnesium		
101060	Ironing boards, sleeve, other than with or without		
101080	Ironing Boards without Steel, in boxes Other than		
101100	Kitchen Knives, cho		
101120	Knives, cho		
101140	Machines, Shredd SU, KD		
101160	Mills, food		
101180	Mop Wrings		
101200	Nut cracker		
101220	Pails, con		
101240	Pans, con		
101260	Pot Scourers boxes		
101280	Potato R		
101300	Racks, more than		
101320	Racks, more than		
101340	Racks, SU, KD, Flat, Shaker Spoon Squeezer Toast SU, SU, Wash		
01360	Housir with		
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1600	Ice, N		
1602	Ice, N		
620	Ice		
640	In		
660	In		
680	In		
690	In		


Item	ARTICLES	CLAS
		LTL
NATIONAL MOTOR FREIGHT CLASSIFICATION No. A-5		
FARM, DAIRY, GARDEN, LIVE STOCK, ORCHARD OR POULTRY I		
—Continued:		
64780	Brooders, Poultry, NOI, in boxes or crates, see Note, item 64682: SU or with legs detached or folded against body	
64800	Brooders, Poultry, SU, NOI, or with legs detached or folded against flat or folded flat, and Incubators, SU, in mixed Vol., or in mixed Vol., Stoves and Canopies	
64820	Bull Staffs, iron or steel	
64830	Cages, Coops or Crates, animal or poultry, other than shipping, steel or combined, KD or folded flat in packages; also TL, loose poultry laying, wire or wire and steel combined, KD, in packages in barrels or boxes	
NATIONAL MOTOR FREIGHT CLASSIFICATION No. A-5		
ELECTRICAL APPLIANCES OR EQUIPMENT, OR PARTS NAMED—Continued:		
61080	Bus Bar System, consisting of housings containing bus bars and insulators, with or without tapping connectors or trolleys, in boxes or crates or wrapped in double faced corrugated fibreboard, or shipments weighing each more than 2,000 lbs., loose, see Note, item 61082	
61082	Note—Shipments weighing each 2,000 lbs. or over may be shipped loose when braced and blocked in vehicle and pieces are protected from each other by fibreboard; consignor to furnish protecting materials and to load, and consignee to unload	
61100	Bus Bars, aluminum, loose (LTL only if weighing each 15 lbs. or over), or in packages	
61110	Bus Bars, copper, LTL, in boxes; Vol., loose or in packages	
61130	Cable Assemblies or Harness, wiring, electrical, NOI, in packages	
61150	Cable, electric, aluminum, with or without steel	
61160	Cable, electric, brass, bronze	
61170	Cable, electric, copper	
61182	Note	
61200	Cable	
61220	Cable	
61222	Cable	
61240	Cable R	
61260	Cable T	
61262	steel Note	
61280	lead c	
61300	Chimes, c	
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61320	Coaxial Tran	
61322	or F	
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61420	Fittings,	
61430	in barrels or boxes	
61440	Conduit Fittings, NOI, iron and aluminum combined, with or without insulators, in barrels or boxes	
61450	Conduit Fittings, NOI, iron, without attachments, with or without insulators	
61460	with attachments, in barrels or boxes	
	Conduit Fittings, NOI, iron with insulators	

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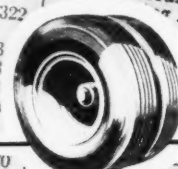
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American Trucking Associations, Inc., Washington 6, D. C.



THE WHEELS THAT GO EVERYWHERE



61420	Fittings,		
61430	in barrels or boxes		
61440	Conduit Fittings, NOI, iron and aluminum combined, with or without insulators, in barrels or boxes		
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61460	with attachments, in barrels or boxes		
	Conduit Fittings, NOI, iron with insulators		

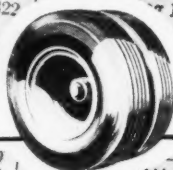
Here are just 3 out of more than 300 similar pages\* listing items that move by truck—many of them only by truck!

\*National Motor Freight Classification No. A-5

## AMERICAN TRUCKING INDUSTRY

American Trucking Associations, Inc., Washington 6, D. C.

THE WHEELS THAT GO EVERYWHERE



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Conduit Fittings, NOI, iron, with attachments, in barrels or boxes. 92½



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There Are Times  
When Silence Is Not Golden

## Planning and Candor— Key Words in an Emergency

By ODOM FANNING

A UNIVERSITY public relations director I know received a telephone call one night at bedtime. "You and your campus policemen!" exclaimed an angry night city editor. "There's been an explosion at the experiment station and your men have my reporter behind barbed wire!"

When the public relations man arrived breathless at the scene, he found a small mob of citizens outside the fenced enclosure, and police and newsmen arguing with the guards at the gate. He was relieved to find neither damage from the explosion nor injured personnel.

Here's the background the public relations man had to gather and, within minutes, relay to the press and public: The university experimenters, as military contractors, long had been studying underwater explosions. They used a round tank, 30 feet in diameter and 30 feet deep, containing 160,000 gallons of water, located inside the enclosure, directly across the street from five houses occupied by non-university-connected citizens.

Similar explosions were set off every day, but since most of the neighbors were working couples only, they had never been aware what happened in the huge tank! As far as they were concerned, it was as innocent as the oil-storage tanks with which we are all familiar. They were understandably excited now because, for the first time, the scientists had needed experimental conditions found only at night.

How would you have felt if you'd lived across the street from the big tank?



Came 10 o'clock bedtime: Boom! Boom! Boom! Your house shook, the pictures sagged, and the windows rattled. What would you have done? You would have called the police, your lawyer, the newspaper, or the university president, and those are all things that five irate householders did. The only damage, of course, was to their feelings.

### PRICE OF NOT PLANNING

Before the night of the big boom, that university, like most others, had faced serious problems—inadequate funds, lackadaisical alumni support and political interference with freedom of what's taught. From that night on, it could add another problem—deteriorated relations with its community and the local press.

Blame should not be laid on the public relations director, either. For months, he had been trying to get his president to establish an emergency plan. Part of the plan would have called for public relations training for the faculty and research staff. They would have been

required to notify the public relations director before undertaking explosives research and certainly whenever they switched from daytime to nighttime experiments. Then if, despite their plans, a furor had developed, the public relations man would have been in better position to handle it.

"Not necessary," the president insisted. "We'll handle each emergency as it arises."

The president didn't realize that a lack of public relations planning on his part was accompanied by a widespread lack of public relations appreciation on the part of the faculty and staff. So he discovered what many an executive in colleges, in industry and in the government could have told him:

### PROGRAM CAN BE RUINED

Years of excellent public relations can be toppled in a moment under the stress of an emergency. By running routine publicity, the media feel that they are banking goodwill toward the day when an organization has a really newsworthy story. The chances are good that such a story will involve an emergency—explosion, accident, fire, homicide, suicide, embezzlement or the like. Management instinctively recoils at the thought of publicity on any such "unfavorable" incident. Management should face up to the fact that a dramatic happening almost automatically comes to public attention, and neither press nor public relations man has any option over whether the news will be published. The bad must be told with the good. Even the recent President of the United States and his late Secretary of State leveled with the press and the people at their moments of health crisis. The space race with Russia has certainly not been slowed, and may have been speeded, through frankness in reporting our failures at Cape Canaveral. The U-2 plane

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ODOM FANNING is Director of Information Services, CBS Laboratories, Stamford, Conn. A graduate of Emory University, he has been both science reporter and a public health information officer. Until recently Mr. Fanning was with Midwest Research Institute. He is a former contributor to the PUBLIC RELATIONS JOURNAL.

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incident—scarcely good public relations—was made worse when officials hedged about the facts at the outset.

### KEY IN AN EMERGENCY

There are two by-words for public relations in an emergency:

1. Planning, and
2. Candor

You may get by with a minimum of planning, but only if you always display a maximum of candor. You are always more likely to be candid if you've planned to be.

The episode of the bedtime explosion illustrates a lack of planning. This next episode, which happened in a chemical company's research laboratory, illustrates a lack of candor.

The public relations director of the company had no sooner walked into his office, on his return from a trip, than his secretary blurted out, "Jack's been bitten!"

"My God, when?"

"Day before yesterday. A rattler."

Jack was one of their most famous scientists. He had been working recently on a new anti-venom serum.

"Did you notify the papers?"

"No, the president forbade it."

Before the public relations director could reach the president, a newspaper reporter called. Someone had tipped him to the story. It took the public relations man and the reporter almost an hour to persuade the president to cooperate with the paper in preparing the story.

### SUPPRESSION OF STORY

More than a year has passed since the snake-bite incident, but the staff of that newspaper is still angry at the company over its suppression of the story for two days. The paper's editors felt that the company should have notified the media as soon as the emergency arose. The fact that the public relations man was out of

town was no excuse. Part of public relations planning is to have responsibility vested in a substitute, when the public relations professional is away from his duties. It was several weeks before its editors would run routine news releases. Even today the more vociferous freedom-of-information advocates on the paper's staff never pass an opportunity to chide the public relations man about his company's manipulation of the news.

This company's president, like the university president mentioned earlier, needed a course in what constitutes news. He and his company also needed a policy for public relations in an emergency—a policy based on planning and candor.

Government agencies are possibly no better or no worse than colleges or companies when it comes to meeting their public relations responsibilities. Many freedom-of-information leaders among the press are suspicious of all civil servants. But I'd give government credit in many instances for candor in an emergency, if only because of the extensive planning and established public information policies found in government agencies.

Take the U.S. Public Health Service, a professional, scientific government agency of the highest type. Its senior officers remember the struggle required to sell public health to the American people. The struggle succeeded because of competent public relations, frequently by public-health administrators and scientists.

One phase centered on venereal disease. Despite vigorous efforts over a decade, 1926-36, the Service made only minor progress against the overwhelming venereal disease problem. "Syphilis" and "gonorrhea" were verboten in polite society, and radio stations forbade Public Health Service speakers to use those words on the air. Thus, it took courage for *The Reader's Digest*, in 1936, to publish an article entitled, "Why Don't We Stamp Out Syphilis?" A storm of public interest burst over Washington—but it was not the protest which had been expected: The public was far more sophisticated than the mass media had realized, and it was ready to be talked to, frankly and openly, on this subject. Multitudes wanted to know what they could do to stamp out VD. A popular magazine article by the Surgeon General of the Public Health Service crystallized public opinion and made possible massive VD control steps. The VD program was vastly expanded, and fortunately it came in time to expedite the nation's mobilization for World War II.

### FROM AN AUTHOR'S NOTEBOOK

I spent four years as information officer with the Communicable Disease Center



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of the Public Health Service. The Center is, among other things, the epidemic and disaster investigation arm of PHS. I can testify from my experience that the Center goes to great pains to provide the public with full information on all emergencies under its purview.

Several years ago, I was the public relations man who accompanied a Public Health Service epidemic intelligence team to Charleston, South Carolina, to meet an Italian freighter whose crew was suffering an unexplained epidemic. All 30 crewmen had suddenly and mysteriously fallen ill. Six had died quickly. All the surviving 24 were seriously ill—and understandably scared. The Public Health Service has legal responsibility to quarantine such a ship and permit it to dock at an American port only after precautions have been taken to see that no communicable disease is introduced from shipboard into the United States.

The ship was ordered to anchor in the Charleston harbor several miles from shore. At 4 o'clock one summer morning, three PHS medical officers and I were sped through the harbor by a Coast Guard cutter, searchlight, siren and all. Aboard ship, the PHS physicians set up a clinic and laboratory.

For a day and a half I maintained, by radio, the only news link between the ship and the outside world. During quarantine, no one could board or leave the ship, and the exchange of objects such as papers or photo plates was strictly forbidden. We were photographed from small boats and from the air, but the public health officers wouldn't let anyone get too close.

As the investigation proceeded, I managed to get from the scientists hourly bulletins, written with my portable typewriter on my knees while sitting on a coil of rope on the deck. The ship's captain (who understood English) helped his radioman (who understood only Italian) translate and transmit each bulletin. Fortunately, the captain and the radioman were not as sick as most of the rest of the crew. The newsmen received the messages at the Coast Guard radio station ashore. (The investigation, incidentally, showed the disease to be typhoid fever, due to contaminated water taken aboard in Africa. The crew members were determined to be in a non-infectious stage, and the ship was permitted to dock, after 36 hours.)

Few emergencies we meet in the course of normal public relations are as dramatic and unusual. But to the newsmen on the trail of a story, the emergency of the moment must be covered, preferably with the help of the cognizant public relations person—if necessary, in spite of his interference! Let's hope it's a public relations man whose by-words for public relations in an emergency are *planning and candor*.

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## BOOKS IN REVIEW

**PUBLIC RELATIONS AND MANAGEMENT**, by David Finn, Reinhold Publishing Corp., New York. \$4.50, 175 pp.

Reviewed by Paul Cain, President, The Cain Organization, Inc., Dallas, Texas.

Usually, one approaches the critiques of someone else's written work either bending over backward to be fair and kindly, or bending over forward to be critical and meaningful. I find myself bent in both directions, summing up my reactions to David Finn's lucidly written little volume about public relations and its relations to or position with regard to management. The result, therefore, will probably be a sort of neutralized, back-and-forth review which will leave the reader no alternative but to buy the book and get the true facts for himself.

The strongest reactions I gained from reading the book represent both the strongest criticism and the highest praise, so I shall submit the first at the onset, and close with the latter. My principal disappointment in *Public Relations and Management* was that it seemed to me the author set forth a thesis in his preface which he fell short of developing fully. In effect, he proposed to enumerate what public relations can and can't do, what management may legitimately expect from public relations and what would be excessive, so that a clearer understanding may be had by all, with a resulting reduction in the disappointment of unfulfilled expectations. This is something that badly needs doing—in fact, it is so huge and complex a task that I recall wondering how the author would achieve it in only 175 pages.

However, no one else has done it either, least of all the humble reviewer. At least, the preface provided a worthwhile direction in which Finn pointed his thinking, though it seems to me he then became over-preoccupied with corporate operation and problems, to the neglect of the specifics involved in the exposition originally proposed.

Certainly the inter-involvement of corporate management and the function of public relations are of great concern to all of us in the field, and it is not suggested that Mr. Finn's observations in these areas are not pertinent and of value. Quite the contrary, I merely point out, referring back to the original expectation, that both in his narration and his case history treatments, he seems to assume that management knows more

about public relations techniques than has ever been apparent to me, and he does not lay out the hoped-for clear delineation of what management should and should not expect of the public relations department.

On the positive side, I find the author's style fresh and extremely readable, and his scholarly approach a pleasant contrast to the pseudo-sophisticated style that has characterized some other recently published material on public relations. In fact, while being editorially critical of what might be called a lack of sequential organization of the topics covered, I would re-classify the book as being a well-written, knowledgeable collection of short essays on numerous and widely diverse facets and phases of that huge, amorphous topic, public relations.

Topically, it jumps around a good deal, moving from the problems of a corporation stock issue to labor relations, to government action, back to community relations, thence to new

product marketing. Sometimes it reads like a primer for a beginning counselor (and probably not bad reading, therefore, for a corporation president!), and at other times, it lays out real milestones in public relations position with management, such as the first sentence in chapter 2, page 12: 'Management does not recognize public relations as an official function of the corporation until the decision is made to spend money for it.'

This is a wonderful and fearful truth that too many of us are sometimes too slow to recognize. I have known practitioners who thought they had had a good day just because they spent half an hour talking public relations possibilities with a corporation president and didn't get thrown bodily out the door when the interview was concluded. Just the fact that the executive was courteous didn't mean the account was in the bag, or even, for that matter, that he had heard or understood 10 per cent of what the

*"A book that management  
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practitioner had said. This truism as Finn expresses it is worth a page by itself: "Recognition does not really commence until the budget is approved."

One final tiny negative: I couldn't help feeling that the role of publicity *per se* was belabored a bit, especially if the book was intended for the enlightenment of corporate readers. Why not just take publicity in stride as one of the very important tools of communications, recognizing that it will play a greater or smaller role in each program or project according to the nature of the job?

Referring again to the volume as a collection of individual essays, I think most of them excellent and valuable. So, summing up, I have the definite feeling that any management executive who reads this book will as a result, be better equipped to pass judgment on a Public relations budget proposal, to consider the employment of counsel, or the creation of a public relations department. This, I think, was David Finn's objective, and he has achieved it to a considerable degree, even if not in the absolute terms mentioned in the preface.

**EXECUTIVE PUBLIC SPEAKING TECHNIQUES**, by Harry Simmons, Chilton Company—Book Division, Philadelphia 39, Pa., \$5.00, 232 pp.

Reviewed by Kenneth W. Haagen, Director, Public Relations, Allis-Chalmers Manufacturing Co., Milwaukee, Wisc.

So you want to be a speaker? Well, it will stand you in good stead if you are or hope to be an executive according to Harry Simmons author of *Executive Public Speaking Techniques*.

All speaking according to the author is, in a sense, public speaking. Furthermore, we do more of it than we sometimes imagine. Simmons points out that 75 per cent of all your time—living or working—you are engaged in some form of oral discourse, argumentation or presentation.

This does not strike me as a text book on public speaking, but it does have a good deal of practical advice and information on all forms of verbal communications. There is considerable reference and information applicable to selling and sales meetings. It is obvious that the author has drawn heavily upon his own thirty years of platform experience as a lecturer and educator as well as his experiences as a management consultant and general management executive.

While I have made a speech or two myself, the author's path and mine have never crossed; but many of the men who contributed to his book and many of the men who are quoted are old friends whose knowledge of public speaking and platform presence are nationally recognized.

Some of the prominent names include Dr. Neal Bowman of the National Association of Manufacturers; Harry Bulis, Chairman of General Mills; Lester Bradshaw, President of Berkeley-Bradshaw; Red Motley, President of Parade Publication; Tom Collins of City National Trust and Bank of Kansas City; Wheeler McMillan of the *Farm Journal* and others.

While these men have different techniques, they represent the effectiveness of verbal communications which is the premise of the book.

They further prove another point of the author—namely that "effective public speaking is distinctive and knowledgeable speaking."

A topnotch executive speaker, according to Simmons, is a gentleman of dignity and intelligence. He arrived at his station in life because of his knowledge, his enthusiasm, his quality of leadership and his keen sense of good human relations. This executive, he says, has learned to work *with* people as well as to induce them to work *for* him. This brings to mind an old saw that says "It's better to have one man working with you than a dozen working for you."

While there is much to be said for the public relations mentions in the book, one statement stands out because it reflects the kind of thing that has been said about public relations on occasion in the past few years. This is a truism—every product, program, proposition, or personality that has a strong position, has strong opposition: every idea, belief, custom, or organization that is salable is also assailable. This is rightfully so because people throw sticks and stones only at fruit-bearing trees.

Public speaking plays an important role in the life of an executive and this book should be helpful to executives and potential executives.

It was Goethe, who said, "few are open to conviction but the majority of men are open to persuasion." Thus, public speaking becomes an important executive and public relations responsibility and opportunity.

Tom Collins, has said, "In audiences you may have captive bodies but you never have captive minds." Consequently, any speech must be effective if it hopes to hold, penetrate and sway a public audience.

I found myself at odds with the author on several points early in the book, but these points were enlarged upon in subsequent chapters and at that point I found myself in agreement with him. Certain sections gave me the feeling of repetition but this may have been done purposely for emphasis.

Speaking is an art. Good speakers are not necessarily good leaders but good leaders must of necessity be good speakers.



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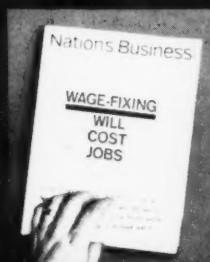
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